

RICOH
Europe

Office
Services

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David Mills

CEO

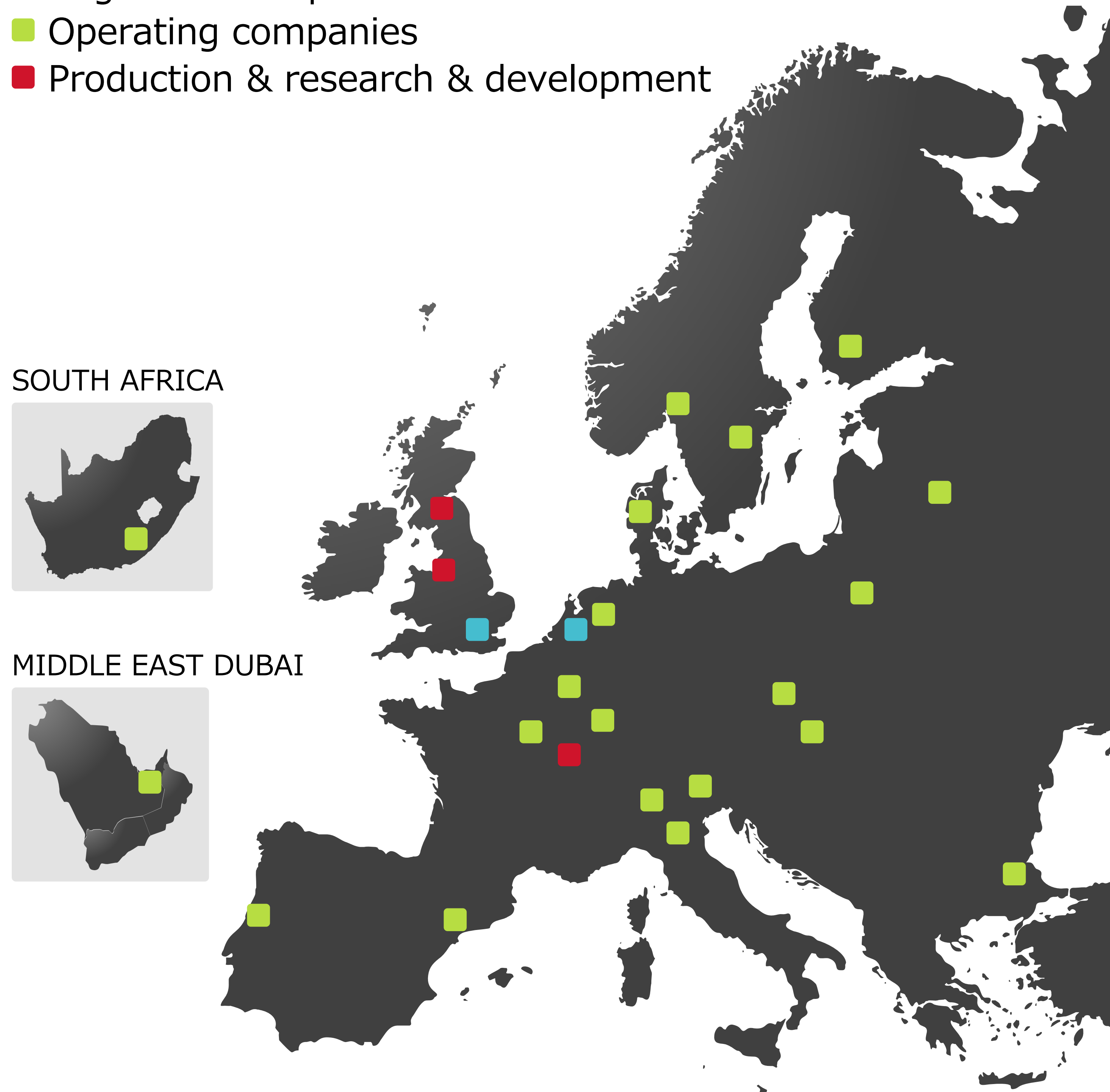
RICOH Europe, plc

December 1, 2021

RICOH Digital Services

RICOH Europe Overview

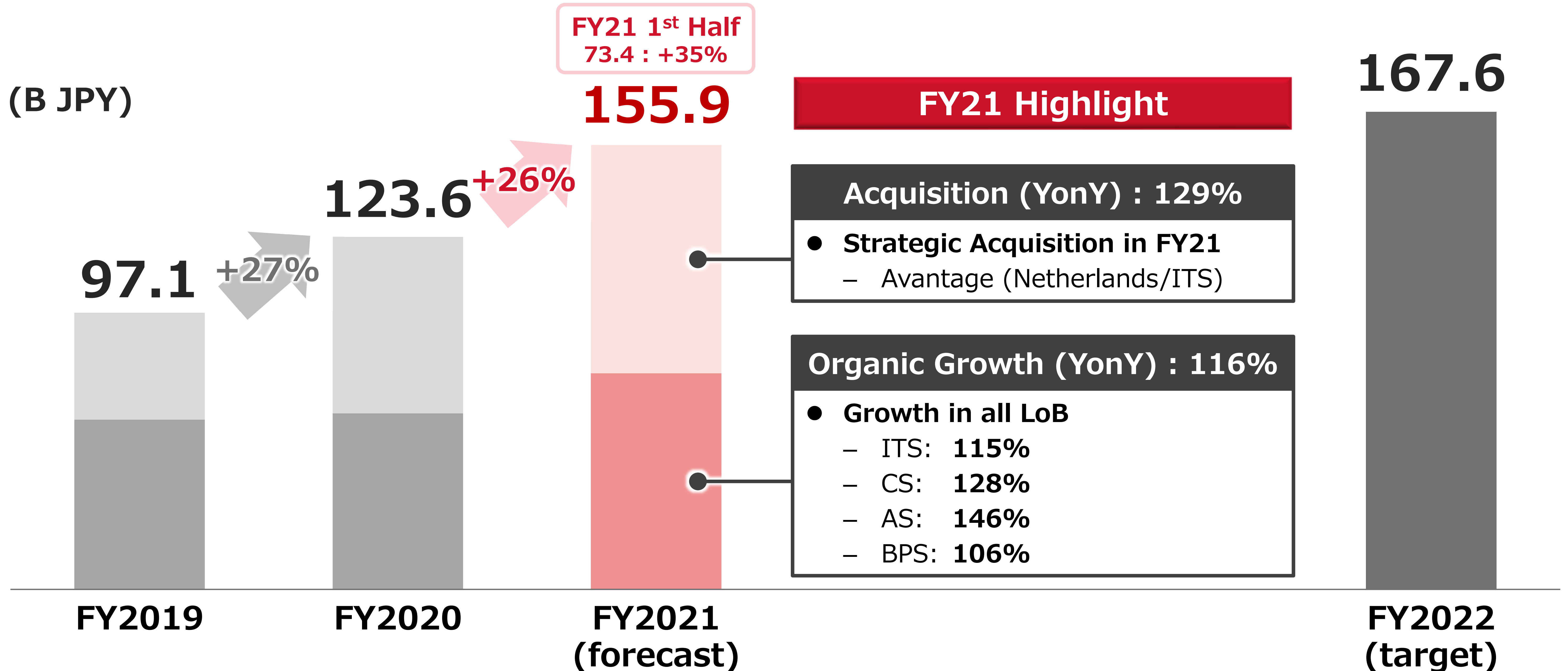
- Regional headquarters
- Operating companies
- Production & research & development



Financial	Rev: 357B JPY in FY20
Customer Base	1,400,000 MIF
Coverage	25 Operating Companies 16 Leasing Companies
Distributors	255
Employees (As of Oct. 2021)	Sales: 3,200 Customer Engineer: 4,800
Awards	Gartner: Magic Quadrant for Managed Workplace Services, Europe 3 consecutive years ('19, '20, '21) Verdantix: Green Quadrant for Workplace Systems Integrators ('21)

Office Services Revenue Growth in EMEA

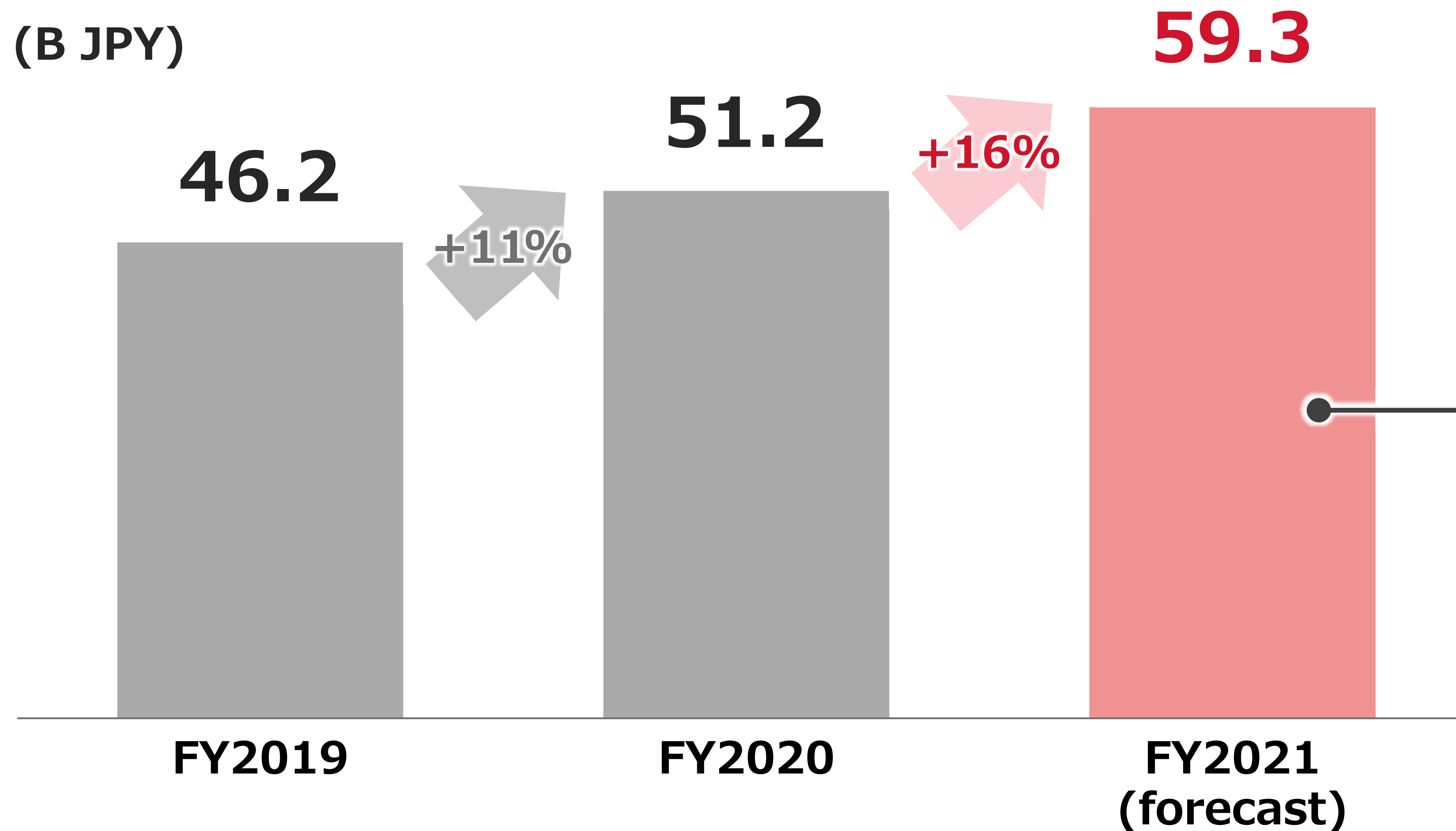
- Keep growing significantly taking advantage of both acquisition and organic growth
- In a strong position to deliver FY22 target




Office Services Annuity Revenue

- OS Annuity revenue has been successfully increasing, which is a vital basis for our sustainable profitable growth going forward

(B JPY)



FY21 Highlight

- Solid growth : **YoY 116%**
- Significant growth in AS thanks to DocuWare 
 - AS Annuity Rev : **YoY 202%**
 - AS Annuity % :
FY20 41% -> **FY21 56%**

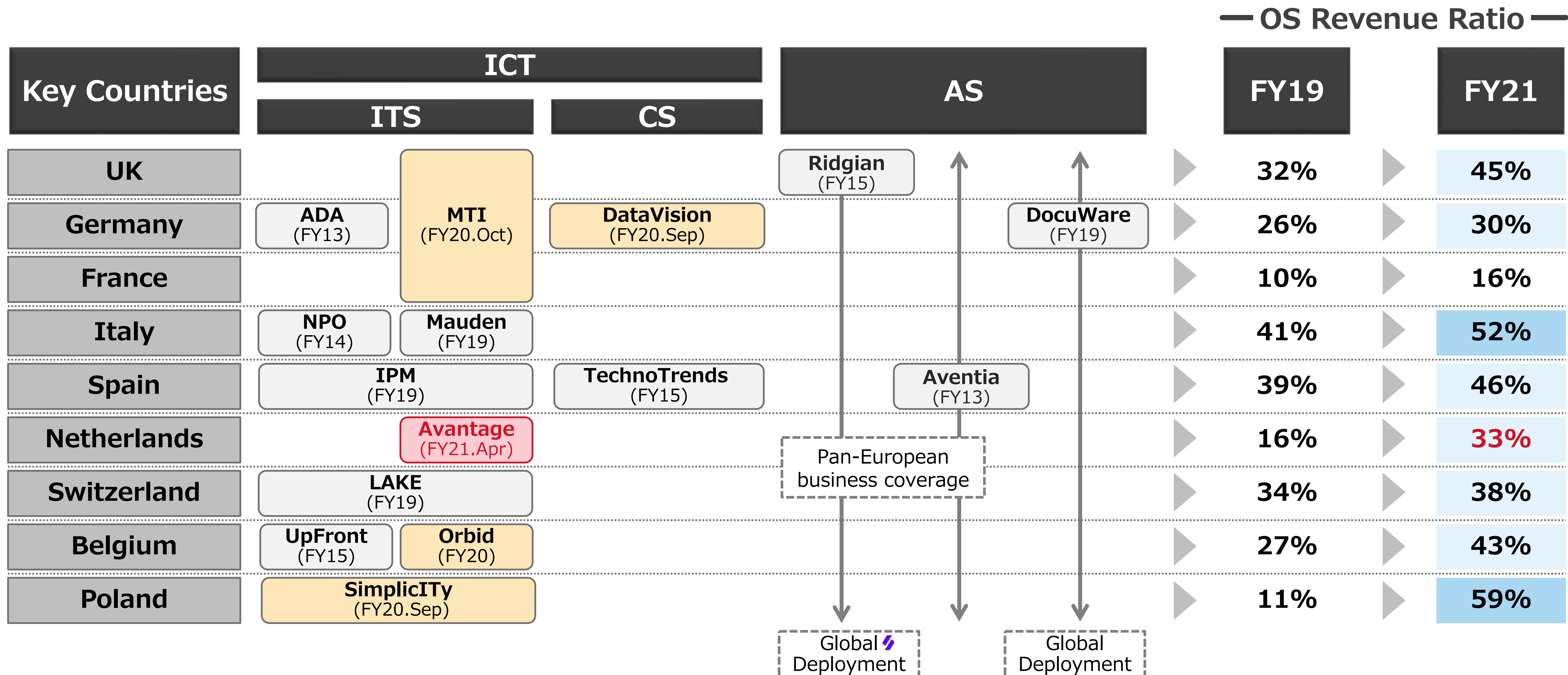
Reinforcing Digital Services Structure

Acquisition



- Successfully expand OS business in target countries by reinforcing our capabilities and acquiring new competencies through acquisition

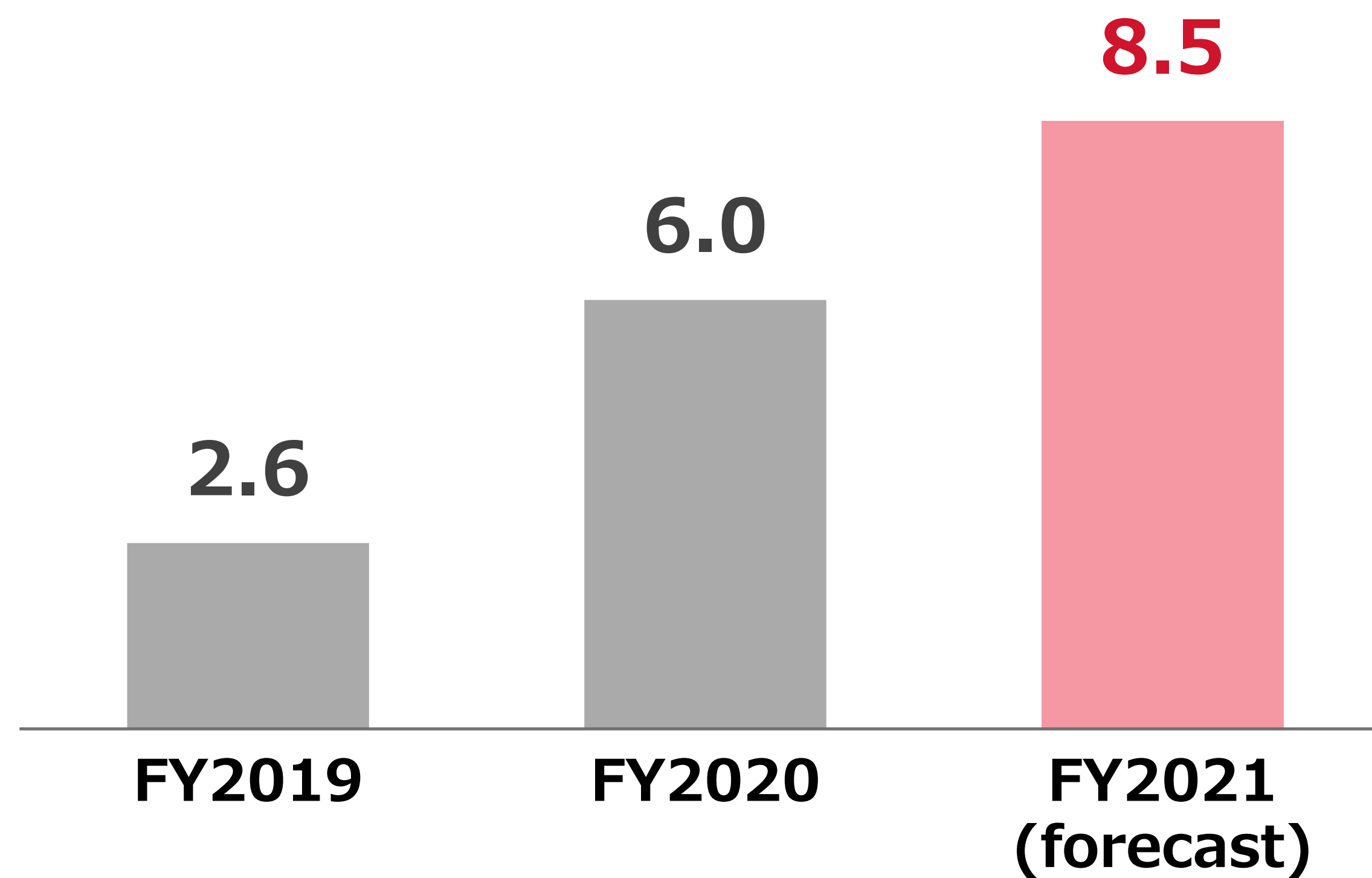
+50%
+30%



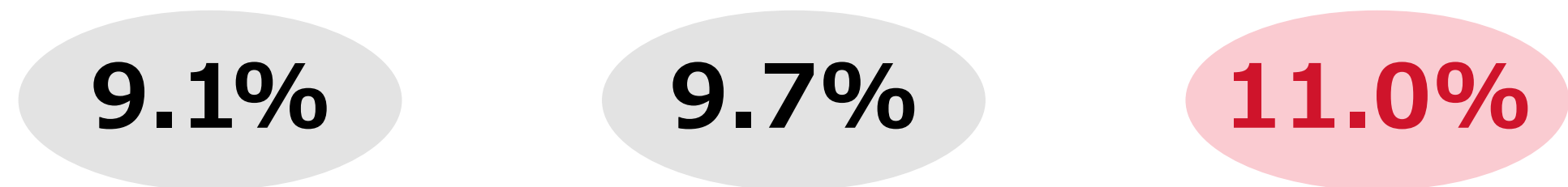
Contribution Margin

- Grow contribution margin with higher profitability

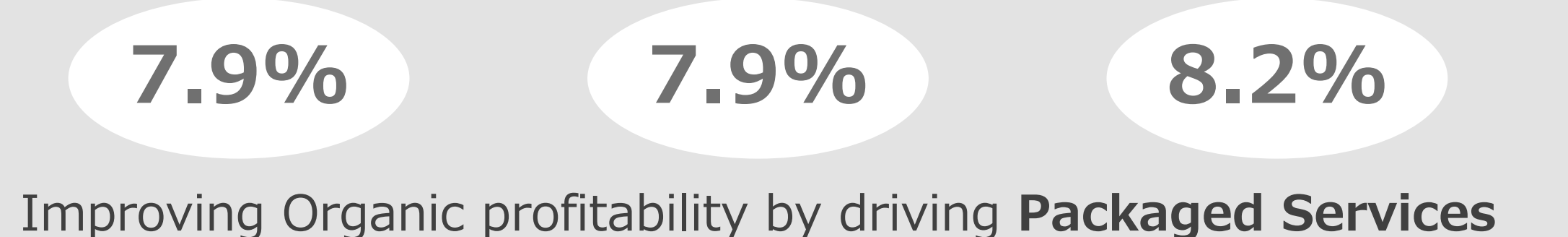
(B JPY)



Acquisition
CM%



Organic
CM%



Creating Synergy

- Accelerate synergies between RICOH and all acquired companies
- Huge opportunities across EMEA

- Market-leading AV/IT system integrator in Germany
- Microsoft GOLD partner
- Acquired in Sep FY20

Drive joint-sales approach with Ricoh

- Won 3 Global Deals with **Microsoft Teams Rooms Solution**
- Multinational industrial manufacturing company (TCV €1.5M)
 - Global leading provider of reinsurance (TCV €3.0M)
 - Global laundry/beauty care company (TCV €1.5M)

Expand geographic coverage collaborating with Ricoh Austria

- Won a first deal with Meeting rooms solution, Installation and Integration
- Fintech company in Austria (TCV €250K)

Packaged Services Progress in FY21

Work Together, Anywhere campaign (As of Oct.2021)

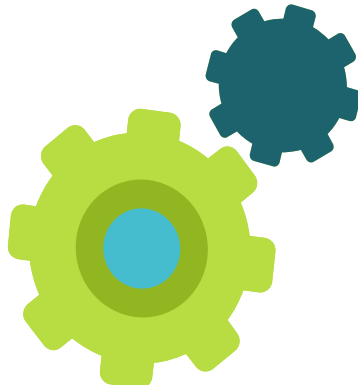

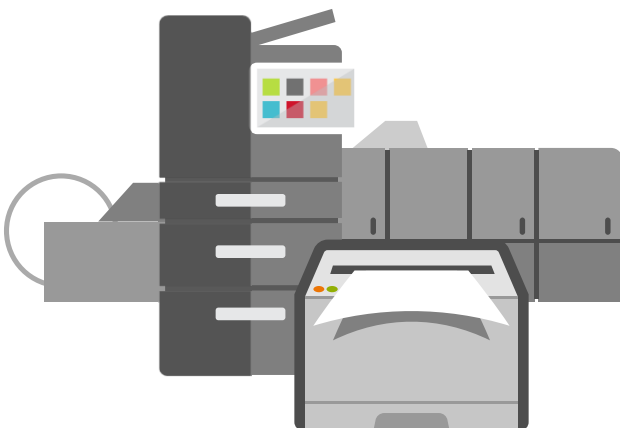


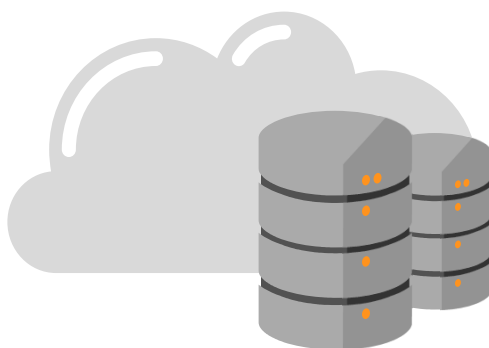

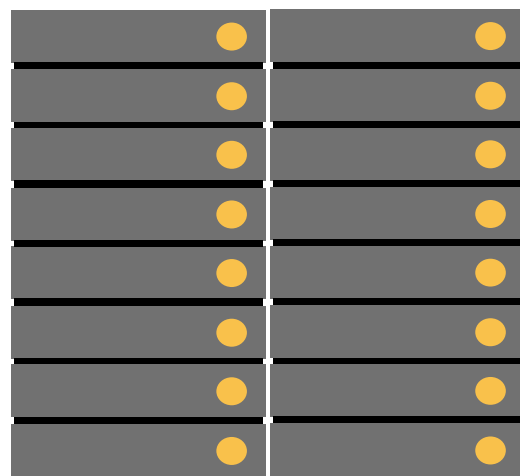
Packaged Services (Organic)

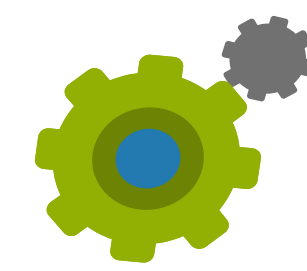
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FY21 Won
6.4B JPY

FY21 Opportunities
24.9B JPY

FY21 Target
10.8B JPY (YonY 148%)

Process Automation/ DocuWare	Workplace Management Solutions	Printing	Remote Working Equipment*
			 <small>*Includes eShop</small>
Won 1.2B JPY	Won 1.1B JPY	Won 1.5B JPY	Won 832M JPY
Opportunity 6.4B JPY	Opportunity 3.3B JPY	Opportunity 5.1B JPY	Opportunity 1.4B JPY
Cyber Security	Cloud & Infrastructure	Conferencing/ Collaboration	Smart Lockers
			
Won 349M JPY	Won 233M JPY	Won 201M JPY	Won 113M JPY
Opportunity 1.8B JPY	Opportunity 1.4B JPY	Opportunity 659M JPY	Opportunity 794M JPY



- Worked with RICOH to optimise warehouse operations, accelerating key processes by 80%, increasing workforce productivity, and improving client services

Customer & Challenge


- Customer
 - Leading Logistic company providing transportation, warehousing and logistics management services
- Challenge
 - Complex and inefficient manual process with paper delivery documents at each location

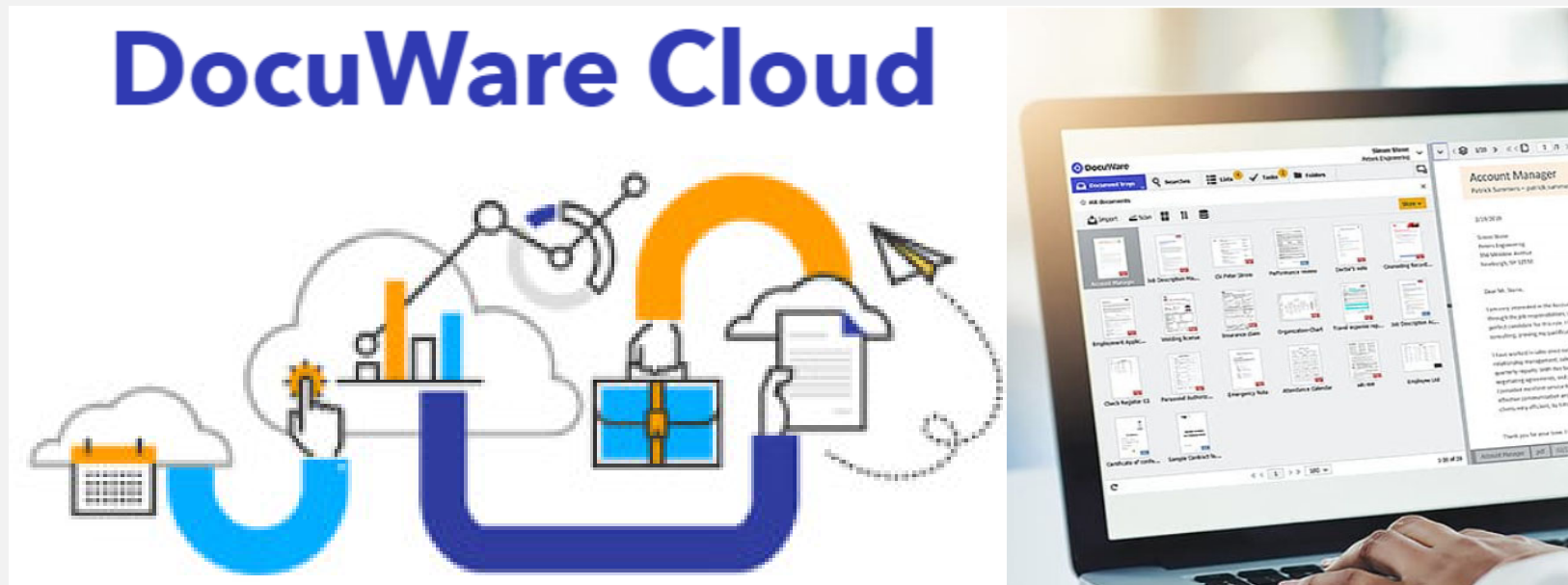
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How could we develop faster, more-efficient workflows to support greater workforce productivity and strengthen its reputation for innovation ?

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Our Solution

- DocuWare Cloud 
 - Allow them to remove the current complexity and manual working



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We saw that DocuWare Cloud offered exceptional automation capabilities to simplify the development of new workflow.

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Benefit

- Customer Success
 - Much faster, efficient workflow
 - Massive process acceleration of around 80%
 - Enabling employees to spend more time focusing on value-add tasks

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We are optimising our warehouse processes to ensure that **we deliver excellence for our clients, long-lasting commercial relationships.**

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- Worked with RICOH to deploy innovative digital tools that enhance the workplace, improve member services and ensure employee safety during the pandemic

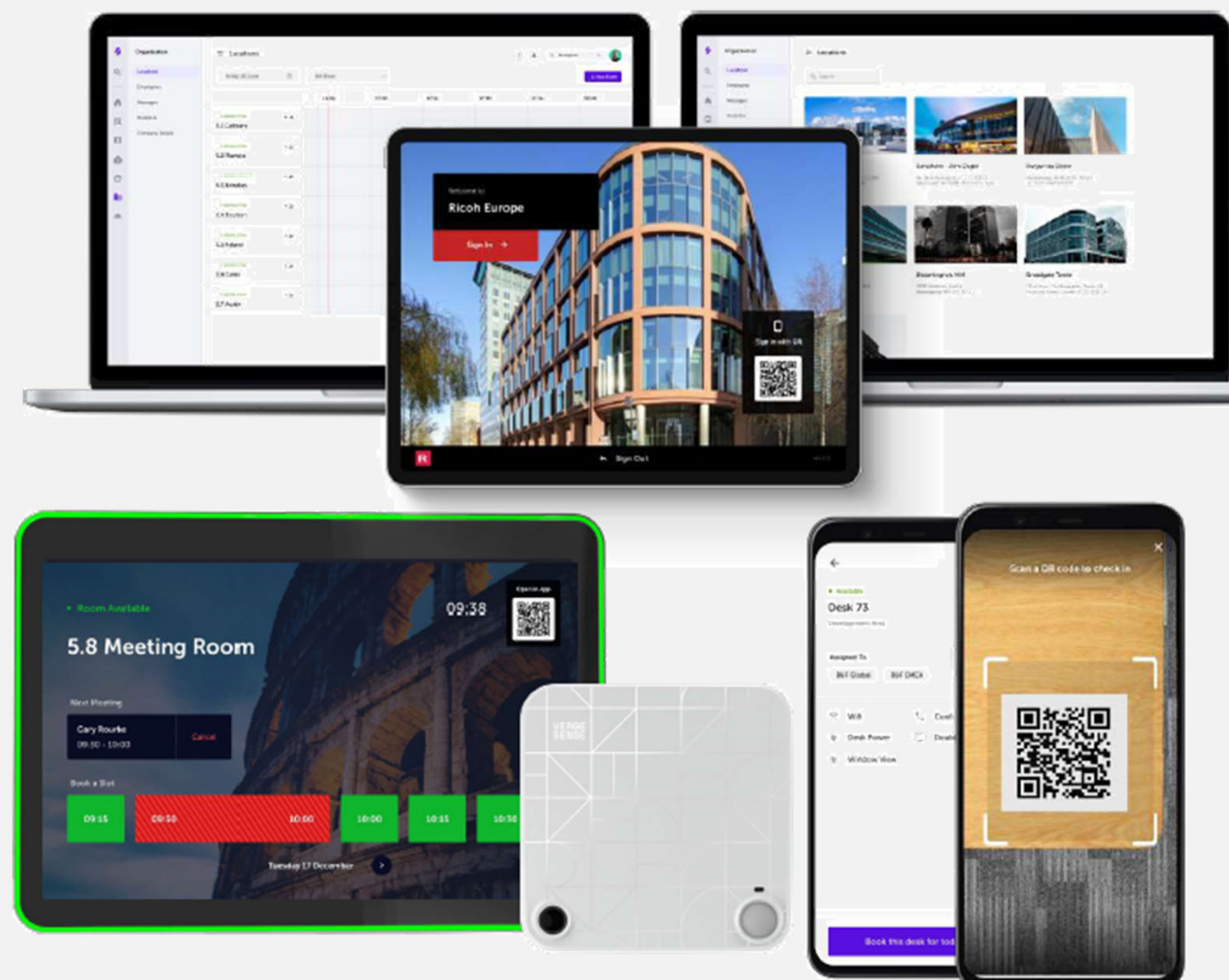
Customer & Challenge

- Customer
 - Not-for-profit membership organization in the U.K.
- Challenge
 - Aimed to implement a return-to-work strategy after pandemic restriction eased

“ How could we make the most efficient and cost-effective use of the space, and empower employees visiting members to work more productively and collaboratively ? ”

Our Solution

- RICOH Spaces
 - Safe return to work place
 - Hybrid working model
 - Dynamic space management
 - True employee experience
 - Add intelligence to workplace
 - New Workplace innovation



Benefit

- Customer Success
 - Successfully operating at the forefront of Digital Innovation
 - Safe return to work
 - Enhance the working environment: 2 offices, +300 bookable spaces, room/desk booking

“ Our work with RICOH has been hugely successful so far. Confident that **RICOH will deliver expertise and solutions we need to set the standard for digital business.** ”

- Taking advantage of highly experienced OP resources, train and shift them to support Office Services
- It will provide a point of differentiation from our competitors and enable us to be more competitive in the market

RICOH Europe's Digital talent development Initiative

DA Digital Academy

- Digital Talent Programme

- Develop Digital specialists over 6-9 months along with an industry-recognized accreditation

Digital Business Solution

Hybrid Infrastructure Services

DocuWare

FY21	FY22
70 talents completed 89 talents in progress	300 talents

TA Technical Academy

- Cross-Skilling Programme

- Cross-skill OP field engineers to be able to provide support across OS business

Digital Workplace Services

Communication Services

FY21	FY22
686 talents in progress	100% OP talents ready

SA Sales Academy

- Selling Value Programme

- Enhance sales' selling skills to become a strategic value-adding partner to our customer

FY21	FY22
+2K sales been through phase1 Phase2 now launched	3K sales

Further Opportunity - Service Advantage

Talent Development

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RICOH Service Advantage

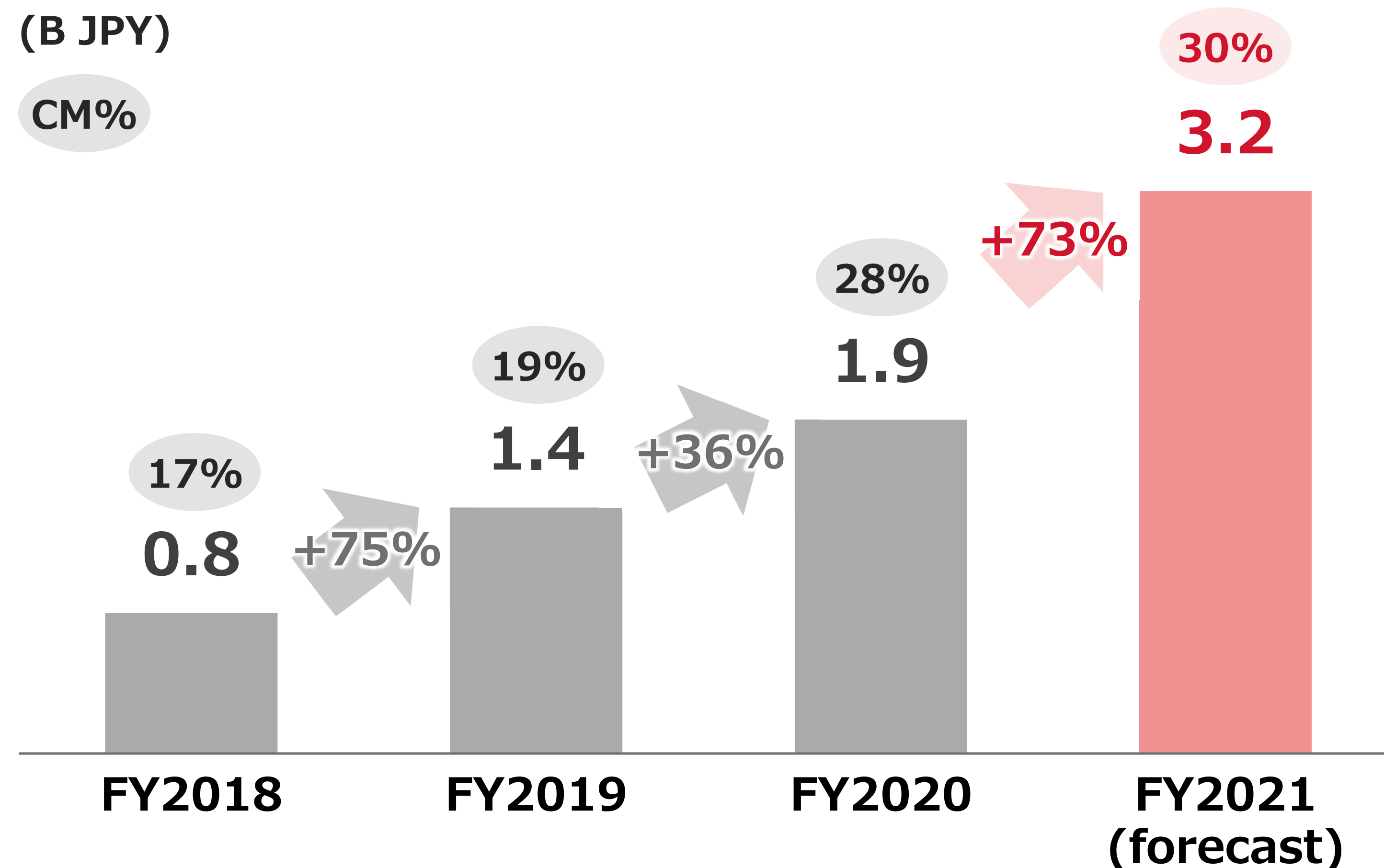
- Provide a set of innovative technology services leveraging our substantial field engineers

EMEA 4,800 Field Engineers

- Significant revenue growth with high profitability

(B JPY)

CM%



Target Market

- Huge opportunity to build new Annuity stream

Portfolio

Smart Lockers

Service provision and reseller for lockers vendors and customers.
18K contracted lockers, 1 million doors



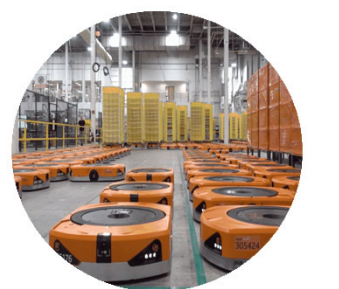
3rd Party Technology Maintenance

Maintenance Services for Non-RICOH equipment



Collaborative Robotics

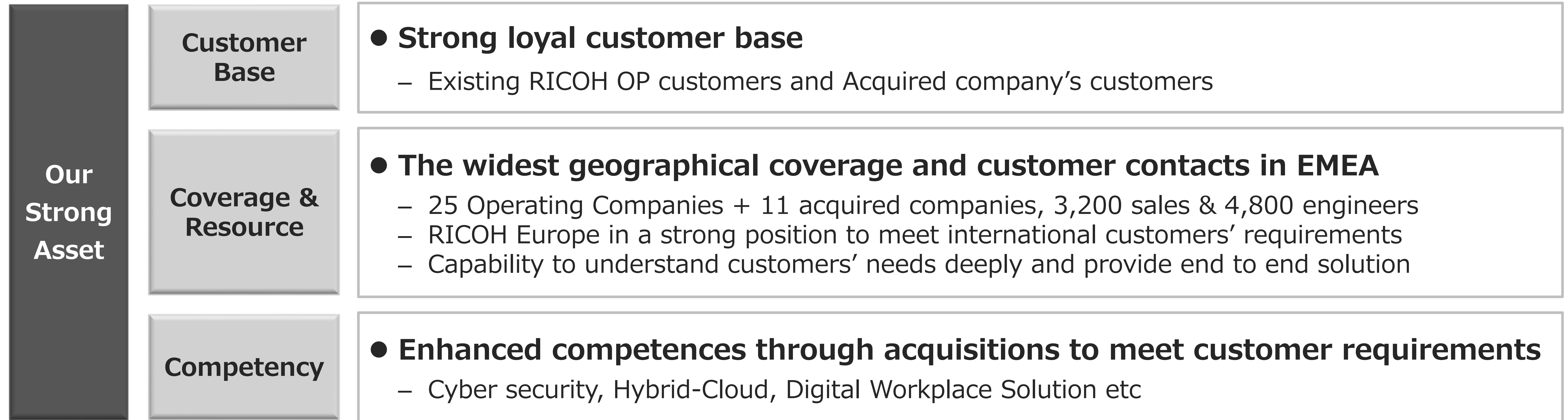
Service provision and lifecycle management for Robotics vendors



Why RICOH?

RICOH has ability to ;

- Provide End to End Managed Services for all our solutions
- Scale services taking advantage of our engineers across EMEA and global
- Provide leasing



Reinforce competitiveness by

Customer Value

Continuing to develop new customer value at frontline

Synergy

Maximising synergy with acquired company across EMEA

Business Model

Building Service Annuity and deploying Packaged Services

Investment

Keeping investing in growth area and people for our future

Forward-Looking Statements

The plans, prospects, strategies and other statements, except for historical events mentioned in these materials are forward-looking statements with respect to future events and business results. Those statements were based on the judgment of Ricoh's Directors from available information. Results may differ materially from those projected or implied in such forward-looking statements and from historical trends. Refrain from judgments based only on these statements with respect to future events and business results. The following important factors, without limiting the generality of the foregoing, could affect future results and cause those results to differ materially from those expressed in the forward-looking statements:

- a. General economic conditions and business trends
- b. Exchange rates and fluctuations
- c. Rapid technological innovations
- d. Uncertainty as to Ricoh's ability to continue to design, develop, produce and market products and services that achieve market acceptance in intensely competitive markets

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Note: These materials define fiscal years as:
FY2021 (or fiscal 2021) = Fiscal year ended March 31, 2022, etc.

Business category and other changes

From fiscal 2021, Ricoh reclassified the Office Services segment as the Office Printing and Other segments. It also allocated some headquarter expenses to relevant business units. Prior year comparative figures have been retrospectively adjusted to reflect these changes.

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